

Report to Communities Select Committee

Date of meeting: 04 September 2018



Portfolio: Leader of the Council

Subject: Transformation Programme – Project Dossier –
Communities Directorate

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Recommendations/Decisions Required:

(1) That the Committee reviews the updated Project Dossier for the Transformation Programme – Communities Directorate.

Reason for decision:

The Overview and Scrutiny Committee requested the progress of projects and programmes within the Transformation Programme – known as the Project Dossier – be reported to regular meetings of the Committee for review.

Options considered and rejected:

None.

Report:

Introduction:

1. The Corporate Plan provides a framework to demonstrate how the work of the Council fits together at a strategic level. It provides a focus to establish a set of corporate priorities, describing how the organisation will deliver positive change.

2. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. Operational objectives can concern Business As Usual (BAU) or business transformation.

3. Business transformation is delivered through change projects and programmes. A project is a temporary activity to create something unique – a thing, a service or a product – that:

- Leads to change;
- Has a defined start and end;
- Has limited resources;
- Has specific objectives; and

- Enables benefits to be realised.

5. Here is a simple example which illustrates the difference between Business As Usual and business transformation.

If you build a car in your garage – it's a project. Whereas if you are a car manufacturer, building hundreds of cars a day, it's a production line and simply business as usual, i.e. it isn't unique. However, parts of a larger process can be considered projects, e.g. designing the car. So by their very nature, the delivery of any change involves project management.

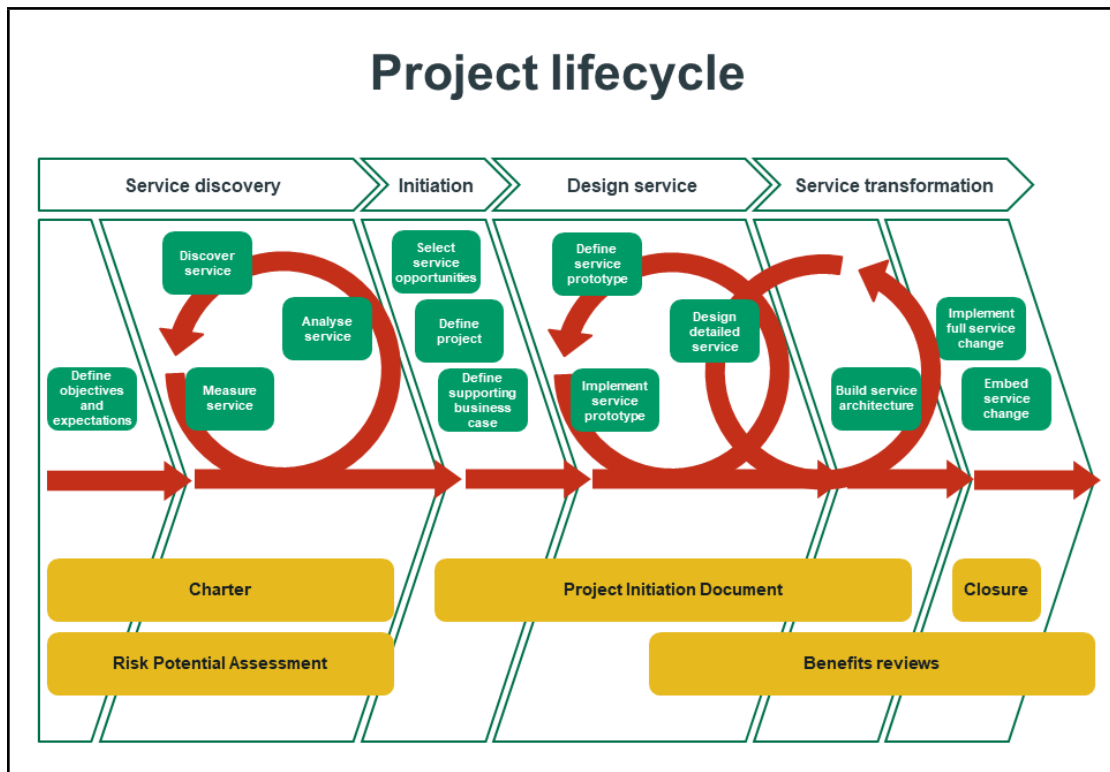
6. The Council established its Transformation Programme in early 2016, grouping change projects from the Corporate Plan into four workstreams:

- Customer Experience;
- Business Culture;
- Resources, Accommodation and Technology; and
- Major Projects.

7. A corporate methodology for managing projects was established in June 2016. All projects are registered with the Programme Management Office (PMO), overseen by the Head of Transformation. Projects are managed differently, depending on an assessment of their scale or complexity. This assessment is completed using the Risk Potential Assessment tool (RPA).

<i>RPA</i>	<i>Qualities</i>	<i>Project management</i>	<i>Processes</i>	<i>PMO support</i>
High	Transformative project – requires authority wide co-ordination	Overseen by the Transformation Programme Board	Charter, initiation document and evaluation are required and approved by TPB. Other documents may be required	PMO actively engaged in supporting the project
Medium	Project management best practice	Managed within a single directorate	Charter, PID and evaluation are required and logged with PMO	Support provided by PMO
Low	Minimal need for project management	Managed within a single service area	Charter, PID and evaluation are encouraged	Support available from PMO on request

8. High and Medium complexity projects follow a project life cycle (see diagram below).



Project Dossier:

9. The Committee are asked to consider and review the list of active High and Medium complexity projects, known formally as the Project Dossier. This is given in the Appendix. The information, structured by Workstream, includes:

- Workstream;
- Project reference number and title;
- Current project lifecycle stage, i.e.
 - Discovery (chartered),
 - Initiation (Project Initiation Document, PID / Programme Definition Document, PDD),
 - Prototype (design service),
 - Implementation (transformation),
 - Closure;
- Risk Potential Assessment (RPA), i.e.
 - Medium or
 - High complexity;
- Start and due dates;
- RAG = Current project status as Red, Amber, Green (RAG);
- Select Committee for scrutiny, i.e.
 - O&S – Overview & Scrutiny,
 - CSC – Communities,
 - GSC – Governance,
 - NSC – Neighbourhoods,
 - RSC – Resources,
- Level of completion (as percentage); and
- Project Sponsor and Project Manager.

Resource Implications:

None.

Legal and Governance Implications:

There are no governance implications from this report.

Safer, Cleaner and Greener Implications:

There are no Safer, Cleaner or Greener implications.

Consultation Undertaken:

No formal consultation was undertaken in the preparation of this report.

Background Papers:

Regular Transformation Programme Highlight Reports to the Cabinet.

Risk Management:

There are no Risk Management implications.

Equality:

There are no Equality Impact implications.

Appendix - Project Dossier Communities Directorate

Key:

Current project lifecycle stage, i.e. Discovery (chartered), Initiation (Project Initiation Document, PID / Programme Definition Document, PDD), Prototype (design service), Implementation (transformation), Closure.

Risk Potential Assessment (RPA), i.e. Medium or High complexity.

RAG = Current project status as Red, Amber, Green (RAG).

Select Committee for scrutiny, i.e. O&S – Overview & Scrutiny, CSC – Communities, GSC – Governance, NSC – Neighbourhoods, RSC – Resources.

Generated on: 03 September 2018

Workstream 1 Customer Experience

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Manager	Latest note
P127 Review Crucial Crew	Hold	Low	04-Aug-2016	31-Jul-2017	✓	100%	CSC	Safer Communities Manager (CSC01)	
P175 Behavioural Insight	Initiation		01-Nov-2017	30-Sep-2018	▶	13%	CSC	Asst. Director; Private Housing & Communities Support	Project manager was due to update Management Board in July. Update was not received and project plan and Risk Potential Assessment remain incomplete. The Select Committee may wish to invite the Project Manager to provide the committee with an update on progress to ensure its completion by the due date.
P151 Homeless Pods	Initiation	High	14-Feb-2018	31-Jul-2019	▶	27%	CSC	Senior Project Manager (Housing)	

Workstream 2 Business Culture


Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Manager	Latest note
P008 Museum Development Trust	Implement	High	26-Feb-2016	31-Oct-2018		98%	CSC	Assistant Director - Community Services & Safety (CSS01)	
P174 Corporate Enforcement Policy	Initiation	Low	07-Dec-2017	29-Jun-2018		66%	CSC	Asst. Director; Private Housing & Communities Support	
P143 HomeSafe Scheme	Hold	Low	07-Jun-2017	31-Aug-2017		100%	CSC	Safer Communities Manager (CSC01)	

Workstream 3 Resources, Accommodation and Technology

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Manager	Latest note
P133 Scanning Residual Hard Copy Records - Communities Directorate	Implement	High	01-Aug-2016	31-Jul-2018		92%	CSC	Asst. Director; Private Housing & Communities Support	No update has been received from the project manager since May 2018. Timeline needs updating as project is not 100% complete.
P150 Relocation of Housing Repairs and Housing Assets	Initiation	High	03-Apr-2017	29-Apr-2019		23%	CSC	Senior Project Manager (Housing) .	

Workstream 4 Major Projects

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Manager	Latest note
P120 Council Housebuilding Programme	Implement	High	01-Dec-2015	12-Dec-2020		78%	CSC	Senior Project Manager (Housing) .	
P021 Repairs and Maintenance Hub	Hold	High	20-May-2015	28-Feb-2017		100%	CSC	Assistant Director - Housing Property (CPY01)	Preparatory work complete. This is now on hold pending the progress of P150 - Relocation of Repairs

<i>Code & Title</i>	<i>Stage</i>	<i>RPA</i>	<i>Start date</i>	<i>Due date</i>	<i>RAG</i>	<i>Progress</i>	<i>Scrutiny</i>	<i>Manager</i>	<i>Latest note</i>
									Service to Oakwood Hill Depot.
P182 Oakwood Hill Footpaths	Discovery	Medium	12-Mar-2018	28-Sep-2018		71%	CSC	Senior Project Manager (Housing)	